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Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

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Evaluation

Report on the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women, 2014

Summary

The annual report has been prepared in accordance with the evaluation policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the strategic plan, 2014-2017.

The report provides information on the performance of the evaluation function at corporate and decentralized levels, as well as the contribution of UN-Women to the United Nations system-wide coordination of gender-responsive evaluation and national evaluation capacity development. In addition, the report presents the 2015 programme of work for the independent Evaluation Office.

The Executive Board may wish to: (a) take note of the present report and the programme of work for 2015 of the independent Evaluation Office; (b) welcome the efforts made by UN-Women and the progress achieved in systematic strengthening of the evaluation function; (c) welcome the progress of UN-Women in leading system-wide gender evaluation efforts; (d) request UN-Women to continue to strengthen its evaluation capacities and allocate adequate human and financial resources to the evaluation function; (e) commend the efforts of UN-Women in fostering innovative partnerships for national evaluation capacity development; (f) request UN-Women to enhance the coverage of evaluations, implementation rate of planned evaluations, submission of management responses and implementation of submitted management responses to evaluations; (g) request the independent Evaluation Office to continue to pursue United Nations system-wide gender-evaluation efforts and foster innovative partnerships for national evaluation capacity development; and (h) request UN-Women to present a separate budget line for evaluation activities in the integrated budget for 2016-2017, to be considered by the Executive Board at the second regular session in 2015.

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I. Evaluation for sustainable development

1. The year 2014 has seen important progress in the advancement of gender equality and women's empowerment. In addition, the proposal to include gender equality in the post-2015 development agenda as a stand-alone goal and integrated across all other goals elevates the strategic importance of gender-responsive evaluations.

2. The Secretary-General underlined the importance of evaluation within the transformative post-2015 development agenda (see A/69/700). Gender-responsive evaluation principles, including national ownership and participatory processes, were highlighted. Furthermore, the General Assembly adopted resolution 69/237 on building capacity for the evaluation of development activities at the country level, which reiterates the importance of building national capacity for the evaluation of development activities and invites the entities of the United Nations development system, with the collaboration of national and international stakeholders, to support, upon request, efforts to further strengthen the capacity of Member States for evaluation, in alignment with their national policies and priorities.

3. The United Nations Evaluation Group joined EvalPartners, the global evaluation partnership co-led by the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the International Organization for Cooperation in Evaluation, to mark 2015 as the International Year of Evaluation. Through consultative processes and events around the world, the global evaluation community will identify the key future priorities to ensure that evaluation will be "fit for purpose" in the context of the post-2015 development agenda, and with the vision of promoting gender-responsive evaluations.

4. Thanks to its strong evaluation function as assessed by the UN-Women Global Evaluation Advisory Committee,[1] the independent Evaluation Office of UN-Women is strategically positioned to work with partners in the United Nations system and beyond to actively contribute to the above processes and outcomes.

II. Evaluation function

5. The strategic goal of the UN-Women evaluation function is to enhance the ability of UN-Women to achieve normative, operational and coordination results on gender equality. To accomplish that goal, the independent Evaluation Office manages corporate evaluations, supports decentralized evaluation systems, leads the United Nations system on gender-responsive evaluation and fosters national capacities for gender-responsive evaluation.

6. The UN-Women evaluation policy (UNW/2012/12), which entered into force in January 2013, guides the evaluation function. In 2014, the independent Evaluation Office prepared a comprehensive evaluation strategic plan to operationalize the policy. The strategy seeks to enhance the ability of evaluation managers to deliver high-quality evaluations while strengthening the use of evaluation for accountability, learning and evidence-based decision-making. Regional

[1] See report of the Global Evaluation Advisory Committee on the external assessments of the evaluation function of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2015/CRP.1).

evaluation strategic plans were also developed to ensure relevance to the different regional contexts.

7. Based on consideration and discussion of three external assessments undertaken in 2014,[2] the Global Evaluation Advisory Committee presented its own overall assessment and recommendations to the UN-Women Executive Board in February 2015. The Committee concluded that UN-Women has a strong central evaluation function and emphasized the vital role evaluation plays in bringing evidence and knowledge to the normative, operational and coordination work of UN-Women.

A. Performance of the evaluation function

8. Recognizing the importance of strengthening oversight of the evaluation function, the independent Evaluation Office established a global evaluation oversight system with the purpose of providing transparent information on the performance of the evaluation function at corporate and decentralized levels. The global evaluation oversight system is based on eight key performance indicators. In 2014, performance based on the key performance indicators continued to be presented to senior management at headquarters and field offices, highlighting areas of strengths and issues that required immediate management attention. That contributed to enhancing senior management's attention to evaluations.

Table 1
Trends in key performance indicators, 2013 and 2014

Key performance indicator	*Description*	*2013*	*2014*	*Target (by 2017)*	*Overall assessment*
		(percentage)			
Financial resources invested in evaluation function	Evaluation expenditure over total UN-Women expenditure	1.3	2.2[a]	3.0	On track
Human resources for monitoring and evaluation	Offices that appointed monitoring and evaluation focal point or officer	83.0	98.0	100.0	Almost achieved
Evaluation coverage	Offices that conducted at least one evaluation since 2011	67.0	68.0	100.0	Needs improvement
Evaluation implementation rate	Percent of evaluations being implemented[b]	83.0	71.0	95.0	Needs improvement
Quality of evaluations	Percent of evaluations rated "satisfactory and above"	85.0	100.0	100.0	Achieved
Evaluation reports posted on GATE	Percent of completed evaluation reports posted on GATE	100.0	100.0	100.0	Achieved

[2] The United Nations Evaluation Group professional peer review; the Joint Inspection Unit analysis of the evaluation function in the United Nations system (JIU/REP/2014/6); and the Multilateral Organization Performance Assessment Network assessment of UN-Women.

Key performance indicator	*Description*	*2013*	*2014*	*Target (by 2017)*	*Overall assessment*
		(percentage)			
Management response submission to GATE	Percent of completed evaluation reports submitted with management response to GATE	85.0	86.0	100.0	Needs improvement
Implementation of management response	Percent of management response key actions being implemented	88.0	83.0	90.0	Needs improvement
Evaluation coverage	Offices that conducted at least one evaluation since 2011	67.0	68.0	100.0	Needs improvement

Source: Global evaluation oversight system.
Abbreviation: GATE, Global Accountability and Tracking of Evaluation Use system.
[a] The figure for 2014 also includes the institutional budget.
[b] Refers to the number of evaluations completed and initiated against the total number of evaluations planned in 2014.

9. As shown in table 1 above, while four of eight key performance indicators are either achieved or on track, four need further improvements. Below is a detailed analysis of each key performance indicator.

Key performance indicator 1: financial resources

10. The evaluation policy recommends that 3 per cent of the UN-Women budget be invested in the evaluation function. While it is likely that resources invested in evaluation will fluctuate yearly, that key performance indicator provides an overall indication of the financial commitment of UN-Women to the evaluation function (see table 2).

Table 2
Expenditure in evaluation function, 2013 and 2014
(United States dollars)

	2013	*2014[a]*
Total UN-Women expenditure	269 660 584	270 537 900
Total expenditure in evaluation	3 576 396	5 917 163
Independent Evaluation Office	2 123 750	4 499 942
Decentralized evaluations	1 226 729	1 417 221
Total expenditure in evaluation (percentage)	**1.3**	**2.2**

Source: The expenditure figure for the independent Evaluation Office was generated from Automatically Tuned Linear Algebra Software (ATLAS) by the Division of Management and Administration, and figures for decentralized evaluations were compiled by the independent Evaluation Office on the basis of inputs from field offices.
[a] The figure for 2014 also includes the institutional budget.

11. In 2014, 2.2 per cent of total UN-Women expenditure was invested in the evaluation function. Of this, 76.0 per cent comprised independent Evaluation Office

expenditures and 24.0 per cent related to decentralized evaluations, including divisions at headquarters.

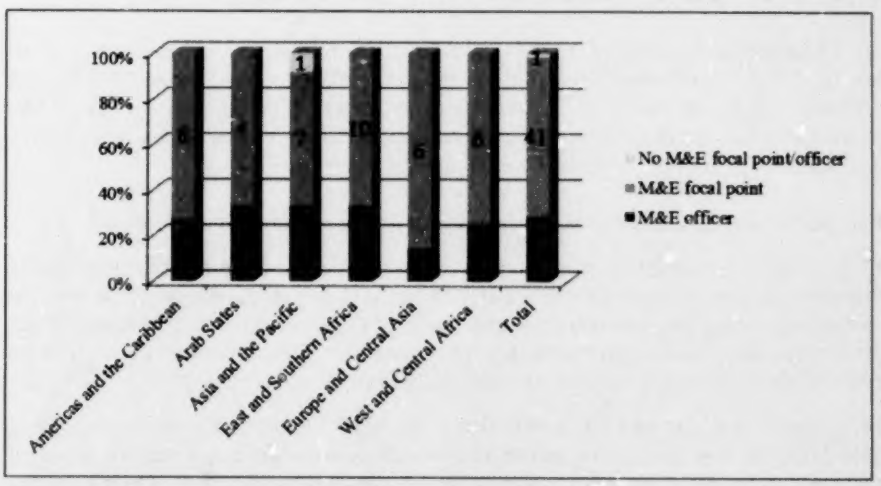
12. In 2014, UN-Women significantly increased the resources invested in the evaluation function, moving from 1.3 per cent in 2013 to 2.2 per cent in 2014. That represents a positive move towards achieving the target of 3.0 per cent as established in the evaluation policy.

Key performance indicator 2: human resources

13. In 2014, the independent Evaluation Office comprised 16 staff members: 9 based at headquarters, 6 regional evaluation specialists in each regional office and one Junior Professional Officer in the Eastern and South Africa region. Regional evaluation specialists are independent Evaluation Office staff deployed in regional offices reporting directly to the Director of the independent Evaluation Office. That arrangement was considered by the United Nations Evaluation Group peer review as a positive practice to strengthen the impartiality, credibility and quality of decentralized evaluations.

14. The percentage of offices that appointed either Monitoring and Evaluation Officers or focal points reached 98 per cent compared with 83 per cent in 2013. While that is a very positive development, it is important to highlight that the majority, or 71 per cent, of UN-Women country offices still rely on focal points for monitoring and evaluation functions, resulting in staff with multiple roles (see figure 1). In addition, owing to frequent changes of Monitoring and Evaluation-appointed focal points, continuous investment in capacity development is needed at the country level.

Figure 1
Human resources for Monitoring and Evaluation Officers/focal points by region



Source: Global evaluation oversight system.
Abbreviation: M&E, Monitoring and Evaluation.

Key performance indicator 3: coverage and types of evaluations

15. Despite the requirement in the evaluation policy to evaluate at least one third of the overall office portfolio during the strategic note period, 32 per cent of offices have not conducted any evaluation since 2011 (see figure 2). Limited available resources, low capacity of country offices to manage evaluations, frequent change of Monitoring and Evaluation focal points, postponement, cancellation and, in a few cases, the conversion of planned external independent evaluations into internal review processes, contributed to the slow progress in expanding coverage of evaluations.

Figure 2
Evaluation coverage by region, 2011-2014

Source: Global evaluation oversight system.

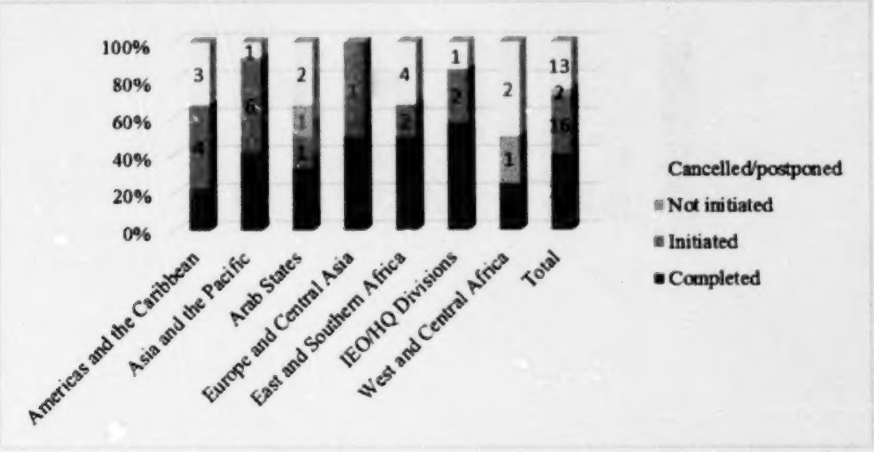
16. Evaluations conducted in 2014 assessed the effectiveness of results at various levels: 71 per cent assessed results at the level of outcomes, while 29 per cent assessed results at the level of outputs. The focus of the large majority of the evaluations reflects the importance of assessing outcome results, which is a positive development in support of results-based management.

Key performance indicator 4: implementation rate of planned evaluations

17. Of the 53 evaluations planned by UN-Women in 2014, 74 per cent were being implemented (40 per cent completed and 34 per cent initiated). A total of 26 per cent of the evaluations planned were not implemented (2 per cent not initiated and 24 per cent cancelled and/or postponed) (see figure 3). The number of completed evaluations in 2014 fell from 55 per cent in 2013 to 40 per cent in 2014.

18. Insufficient funding for evaluations, the weak quality of consultants' work, over-planning and the late initiation of evaluations were the main reasons reported for delays, cancellation or postponement of planned evaluations. Owing to the frequent change of Monitoring and Evaluation focal points, evaluation plans have not been always implemented or monitored in a systematic manner in the Global Accountability and Tracking of Evaluation Use system.

Figure 3
Evaluation implementation rate, 2014



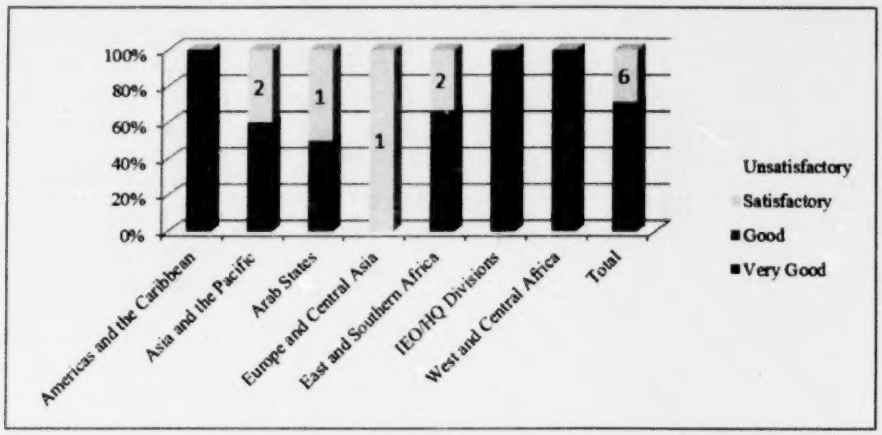
Source: Global evaluation oversight system.
Abbreviations: HQ, headquarters; IEO, independent Evaluation Office.

Key performance indicator 5: quality of evaluation reports

19. The meta-evaluation conducted by an external independent reviewer within the framework of the Global Evaluation Reports Assessment and Analysis system assessed the overall quality of all evaluations completed in 2014. The assessment rated 43.0 per cent of evaluation reports "very good", 28.5 per cent "good" and 28.5 per cent "satisfactory" (see figure 4). The appointment of regional evaluation specialists in each of the regions, the roll-out of the evaluation quality standards and assurance systems and the increased focus on outcomes of most evaluations have contributed to the overall improvement in the quality of evaluation reports. The development effectiveness assessment commissioned by the Governments of Canada and the Netherlands also assessed the quality of evaluations managed by UN-Women. Overall, the review revealed similar findings to the meta-evaluation by the independent Evaluation Office.

20. However, 35 per cent of evaluations managed by field offices (6 of 17) were found to be "satisfactory", and required improvements in order to fully meet United Nations Evaluation Group standards, in particular in terms of presenting a full description of the context, object and stakeholders, ethics and the sampling frame. While the overall United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women score equated to "meeting requirements", only 10 per cent of reports "exceeded requirement" and 42 per cent "met requirement". The remaining 38 per cent of reports "approached requirement" while 10 per cent "missed the requirement". That implies that nearly half of reports are not yet fully compliant with the System-wide Action Plan. That calls for continuous and systematic oversight, technical assistance and capacity development on gender-responsive evaluation, particularly at the decentralized level.

Figure 4
Quality of evaluations, 2014



Source: Global Evaluation Reports Assessment and Analysis system.
Abbreviations: HQ, headquarters; IEO, independent Evaluation Office.

21. The quality of reports was correlated with the geographic scope of the evaluation: global evaluations averaged highest, followed by regional and national evaluations. There was a strong correlation between outcome evaluations and high-quality reports, with 86 per cent rated as good or very good (36 per cent and 50 per cent, respectively). By comparison, only 33 per cent of output-level evaluations were rated as good or above.

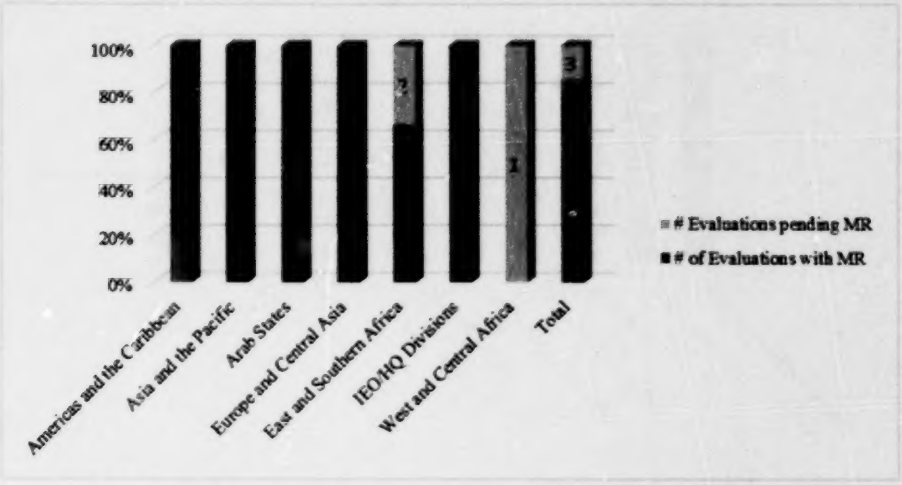
Key performance indicator 6: submission rate of completed evaluation reports to the Global Accountability and Tracking of Evaluation Use system

22. Per the requirement of the evaluation policy, all offices are expected to upload their final evaluation reports and management response within six weeks of completion to the Global Accountability and Tracking of Evaluation Use system. Similar to the pattern observed from the previous year, 100 per cent of completed evaluations were uploaded and made publicly available through the system.

Key performance indicator 7: management response submission to the Global Accountability and Tracking of Evaluation Use system

23. The evaluation policy requires UN-Women management to prepare and upload a management response to each completed evaluation to the Global Accountability and Tracking of Evaluation Use system. Of 21 evaluations completed during the reporting period, 86 per cent of them have a management response, similar to 2013, with 85 per cent (see figure 5). However, it should be noted that all regions except Africa have 100 per cent compliance with management response.

Figure 5
Submission rate of completed evaluation reports with management response to the Global Accountability and Tracking of Evaluation Use system

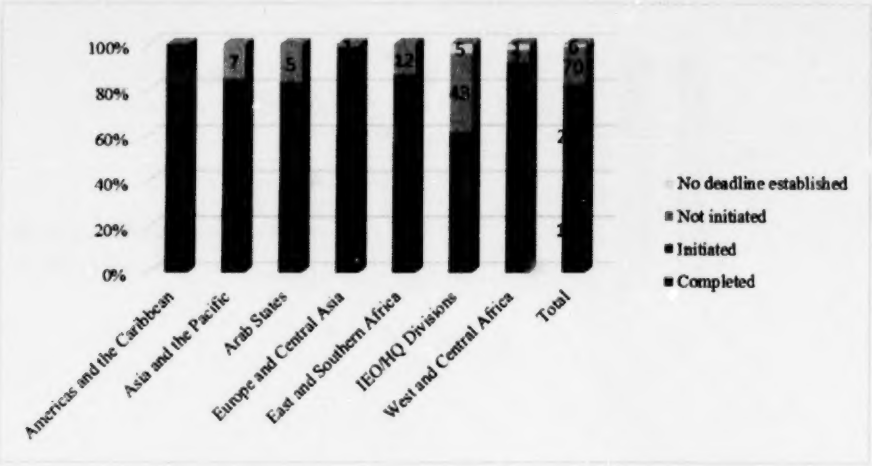


Source: Global Accountability and Tracking of Evaluation Use system.
Abbreviations: HQ, headquarters; IEO, independent Evaluation Office; MR, management response.

Key performance indicator 8: implementation status of management response

24. Of the actions agreed to in management responses, 83 per cent were being implemented: 37 per cent were completed and 46 per cent are ongoing, representing a slight decrease from 88 per cent in the previous year. Of the remaining actions, 16 per cent have not been initiated, and no deadlines have been established for the remaining 1 per cent of key actions (see figure 6).

Figure 6
Implementation status of evaluation management response/key actions by region, 2013



Source: Global Accountability and Tracking of Evaluation Use system.
Abbreviations: HQ, headquarters; IEO, independent Evaluation Office.

B. Corporate evaluations

25. In 2014, the independent Evaluation Office made a special effort to ensure timeliness, quality and use of corporate evaluation reports, in addition to introducing methodological innovations. The independent Evaluation Office presented to the Executive Board two corporate evaluations, on peace and security and on the joint evaluation of joint gender programmes, in addition to the meta-analysis of evaluations managed by UN-Women in 2013. All three reports presented achievements of UN-Women, highlighted areas for improvement and developed recommendations that senior management took into consideration.

26. By the end of 2014, the implementation rate for corporate evaluations in 2014-2015 was 100 per cent. As is seen in table 3, of seven planned corporate evaluation exercises, three were "completed" and four are "on track".

Table 3
Implementation status of planned corporate evaluations, 2014-2015

	Title of corporate evaluation	*Status*	*Additional information*
1.	2014 meta-analysis	Completed	Presented to the Executive Board
2.	Thematic evaluation of UN-Women contribution to women's economic empowerment	Completed	Presented to the Executive Board

	Title of corporate evaluation	*Status*	*Additional information*
3.	External assessment of UN-Women evaluation function	Completed	Presented to the Executive Board
4.	Review on gender equality and development in the United Nations system	On track	To be presented to the Executive Board at the annual session, 2015 (part 1); and second regular session, 2015 (part 2)
5.	2015 meta-analysis	On track	To be presented to the Executive Board at the second regular session, 2015
6.	Evaluation of UN-Women normative support work and its operational linkages[a]	On track	To be presented to the Executive Board at the second regular session, 2015
7	Evaluation of UN-Women contribution to the United Nations system coordination on gender equality and the empowerment of women	On track	To be presented to the Executive Board at the first regular session, 2016

[a] The Office of Internal Oversight Services conducted this evaluation in collaboration with the independent Evaluation Office.

27. The corporate evaluation plan for 2014-2017 was revised to ensure that corporate evaluations can inform, in a timely manner, the midterm review of the UN-Women strategic plan for 2014-2017. The revision mainly consisted of changing the schedule of the planned corporate evaluations while maintaining the principle that all major elements of the strategic plan would be evaluated during the strategic plan cycle. The updated corporate evaluation plan advances the completion of two corporate evaluations in 2016, instead of 2017: an evaluation on organizational effectiveness at country and regional levels, and an evaluation on UN-Women strategic partnerships.

Fostering innovations to enhance relevance and quality of evaluations

28. The Global Evaluation Advisory Committee report requested the independent Evaluation Office to explore innovative approaches and methodologies to enhance corporate evaluations. The evaluation of women's economic empowerment introduced a number of innovative elements in its management, design and methodology. In terms of management, in addition to existing quality assurance mechanisms such as internal and external reference groups, three external independent advisers assured the quality of substantive thematic and methodological issues, while the independent Evaluation Office staff closely oversaw all phases of the evaluation.

29. With regard to evaluation design and methodology, a specific evaluation criterion on gender equality was included, while placing strong emphasis on assessing normative, coordination and operational results and their interrelations. In

line with gender-responsive design, the evaluation introduced innovative participatory techniques such as collaborative outcome reporting and participatory videos, while drawing on the cutting-edge feminist economics research in analysing substantive women's economic empowerment issues.

Use of corporate evaluation to foster change

30. The Global Evaluation Advisory Committee report invited UN-Women to strengthen the use of evaluation. For that reason, the independent Evaluation Office is starting to report to the Executive Board not only on the implementation rate of management responses of corporate evaluations, but also, and most importantly, on the changes, or lack thereof, in UN-Women policies, strategies and practices that corporate evaluations have contributed to.

31. The first corporate thematic evaluation, on UN-Women's contribution to ending violence against women, was completed and presented to the Executive Board in 2013. As at December 2014, 100 per cent of evaluation recommendations resulted in action: 19 per cent of actions were completed, while 81 per cent have been initiated and are still ongoing. Most importantly, the evaluation contributed to three key areas of change. First, responding to the recommendation to continue its substantive inputs and evidence-based work in support of enhanced normative frameworks, UN-Women has prioritized ending violence against women as a target for the post-2015 development discussions, while working closely with the Statistics Division of the Department of Economic and Social Affairs of the Secretariat and the Inter-Agency and Expert Group on Gender Statistics to agree on the indicators to monitor the target.

32. Second, UN-Women has strengthened its linkages between normative and operational work on ending violence against women. In line with the recommendation to provide more guidance at the regional and country levels on ways to translate normative work into operational work, the Ending Violence against Women Section prepared guidance notes on how to implement the agreed conclusions on the elimination and prevention of all forms of violence against women and girls, adopted by the Commission on the Status of Women at its fifty-seventh session (see E/2013/27, chap. I, sect. A).

33. Third, the evaluations issued a specific recommendation for UN-Women to develop a strategy for ending violence against women. In 2014, UN-Women developed a strategy with two purposes: (a) to provide the foundation to ensure internal clarity on the focus and coordination of work related to ending violence against women and (b) to outline the priorities for the organization's substantive, policy and programme work on ending violence against women as well as the processes for ensuring advancement in strategic areas. The draft strategy is currently being reviewed and is expected to be finalized in 2015.

C. Decentralized evaluation system

34. Congruent with the decentralized nature of the organization, over 90 per cent of evaluations supported by UN-Women are managed by field offices. Decentralized evaluations are essential for assessing issues of significance at the programmatic level and play a critical role in providing evidence for informed decisions and managing for results. They also support management oversight and accountability to

stakeholders and partners and provide key inputs for corporate evaluations and United Nations Development Assistance Framework evaluations.

Systems to improve the quality, credibility and use of evaluations

35. To improve credibility, quality and use of evaluations at the decentralized level, the independent Evaluation Office continued to strengthen its quality assurance mechanisms and collaborated with the Programme Division of UN-Women and the regional offices to enhance the strategic planning and use of evaluations. All decentralized evaluations are quality-assured through the Global Evaluation Reports Assessment and Analysis system and publicly made available on the Global Accountability and Tracking of Evaluation Use system along with their management responses. In 2014, the independent Evaluation Office, within the framework of the Global Evaluation Reports Assessment and Analysis system, produced an independent assessment of the quality of all evaluation reports completed in 2013 and provided individual practical feedback to 24 offices on ways to improve the quality and usefulness of future evaluations.

36. To facilitate transparency and management accountability and improve use of evaluation, the Global Accountability and Tracking of Evaluation Use system was enhanced with additional features to increase its usefulness. The system now integrates the quality review function of the Global Evaluation Reports Assessment and Analysis system and has been linked to the gender equality evaluation portal. To enhance cost-effectiveness, the system was also migrated to the UN-Women information technology infrastructure.

37. To ensure greater clarity on the roles and responsibilities of senior managers, Monitoring and Evaluation Officers/focal points and evaluation managers, the evaluation chapter of the UN-Women programme and operations manual was revised. In alignment with the global evaluation strategic plan, all regional offices except one developed regional evaluation strategies through consultative processes, grounded in the specific regional needs and priorities.[3]

38. Decentralized evaluation plans continued to be an integral component of the country and regional planning and approval processes. In 2014, 20 field offices developed new multi-year costed decentralized evaluation plans aligned with their respective strategic notes, while several others made necessary revisions on their existing plans. The independent Evaluation Office provided extensive support throughout the planning process and provided inputs to the evaluability of results frameworks and evaluation-related sections of the strategic notes.

Internal evaluation capacity development

39. Concerted efforts continued to be undertaken by the independent Evaluation Office and regional offices to improve evaluation capacity at regional and country levels. Those include learning events, communities of practice, evaluation seminars, a help-desk function and the provision of technical and oversight support to field offices. In 2014, 226 staff were trained on the planning, management and use of gender-responsive evaluation.

[3] The Regional Evaluation Specialist in the Economic Commission for Africa region assumed work in December 2014. The regional evaluation strategy will be developed and endorsed in 2015.

40. Leveraging cost-effective new technologies, a series of live webinars were organized in all regions. The webinars enhanced understanding of 135 Programme Officers and Monitoring and Evaluation Officers/focal points on evaluation-related roles and responsibilities as well as the key provisions of the evaluation policy. Furthermore, six webinars were organized in Asia and the Pacific region, and one in the Americas and the Caribbean, with a focus on disseminating evaluation results and promoting greater utilization of findings and recommendations. The independent Evaluation Office also provided orientation on the evaluation function to newly recruited staff at headquarters and Monitoring and Evaluation staff at the country office level.

41. As part of their core area of support, the regional evaluation specialists provided consistent technical and oversight support to field offices. The support included quality assurance of decentralized evaluation plans, draft and final evaluation terms of reference and reports, selection of consultants, dissemination of evaluation reports, management responses and use of the Global Accountability and Tracking of Evaluation Use system.

42. The independent Evaluation Office also enhanced its knowledge management systems in support of the evaluation function. The global online evaluation community of practice continued to serve as a platform for exchange and information-sharing among UN-Women staff. The network reached 177 staff members globally, a 24 per cent increase from the previous year. A new electronic newsletter was launched with the aim of keeping UN-Women staff and partners abreast on evaluation issues. A total of six newsletters have been published so far and widely disseminated internally and among partners.

43. While notable progress has been made in boosting internal capacities on evaluation, much more still needs to be done. The United Nations Evaluation Group peer review also underlined the importance of further improving the quality, credibility and impartiality of decentralized evaluations.

Learning from and use of decentralized evaluation

44. The independent Evaluation Office has made concerted efforts to promote learning from and use of decentralized evaluations for informed strategic decision-making and programming. The Programme Division and the independent Evaluation Office systematically contributed to the strategic note peer review group sessions by advocating for increased use of evaluations for designing new strategic notes.

45. The decentralized evaluation function has made special efforts in facilitating the use of evaluation findings. For example, in the Eastern and Southern Africa region, the gender support programme evaluation in Zimbabwe has been used to inform development of a joint programme on gender equality and a joint programme on gender-based violence. Donors have used the evidence and findings of that evaluation to make a decision to continue their support to the programmes.

46. In the Europe and Central Asia region, in response to the specific recommendation made by the final evaluation of "Women connect across conflicts: building accountability for implementation of Security Council resolutions 1325 (2000), 1820 (2008), 1888 (2009) and 1889 (2009)", the Kazakhstan multi-country office initiated a study in Tajikistan to create an evidence-based advocacy campaign to address early marriage as a violation of women's rights. The study has been used

to inform development of the next phase of the programme. The same evaluation also led to the initiation of a specialized training on gender-sensitive mediation for natural resource management and use disputes at border crossings. The evaluation of "Promoting gender-responsive policies in the western Balkans" supported identification of the programme priority areas and led to the development of a robust performance monitoring framework as part of the next phase of the project.

47. In the Americas and the Caribbean region, the "Safe city for women and girls programme" evaluation by the country office for Brazil been used to improve the design and implementation of the next phase of the programme. As a result, the new programme prioritized implementation of a new municipal council plan as a mechanism for implementing the municipal law on ending violence against women.

III. United Nations system-wide coordination of gender-responsive evaluation

48. In 2014, UN-Women intensified its support on system-wide coordination on gender responsive evaluation mainly through the five areas presented below.

A. United Nations Evaluation Group and regional United Nations evaluation groups

49. UN-Women continued its strong support and leadership in United Nations Evaluation Group activities. In 2014, the Director of the independent Evaluation Office served as Vice-Chair of the United Nations Evaluation Group, with a specific mandate to enhance the Group's strategic partnership within the global evaluation community. In addition, the independent Evaluation Office participated in and made substantial contributions to the other key strategic areas. The independent Evaluation Office also contributed to the discussions that led to the adoption of General Assembly resolution 69/237 on building capacity for the evaluation of development activities at the country level.

50. In addition to playing a leading role in developing the United Nations Evaluation Group guidance document, entitled "Integrating human rights and gender equality in evaluation — towards UNEG guidance", the independent Evaluation Office's leadership and participation in the strategic objectives of the United Nations Evaluation Group helped to leverage partnership and resources to maximize joint action on the promotion of gender-responsive evaluations in the work of United Nations agencies and external stakeholders.

51. UN-Women remained active in regional United Nations evaluation networks and platforms, with the aim of promoting gender-responsive evaluations and United Nations coherence in evaluation and developing United Nations field staff skills and knowledge on evaluation. UN-Women continued to provide leadership and remained an active member of the regional United Nations evaluation groups in the Americas and the Caribbean, Eastern and Southern Africa, and Asia and the Pacific. In the Arab States, UN-Women launched and facilitated discussions on establishing a regional inter-agency evaluation group with six sister United Nations agencies. Those engagements made it possible to train more than 164 United Nations staff and other partners.

B. United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women

52. The ultimate goal of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women evaluation performance indicator is that all United Nations system entities meet the requirements in terms of integrating gender equality into their respective evaluations. Based on the piloting of the original methodology to report against that indicator and the results of a global survey administered among System-wide Action Plan evaluation focal points of all System-wide Action Plan reporting entities, a United Nations Evaluation Group task force led by UN-Women revised the first System-wide Action Plan technical note and related scorecard.

53. In 2014, of the 62 United Nations entities that submitted a report, 16 entities reported that the indicator was not applicable to them either because no evaluations were conducted by the entity or they did not have an evaluation function. Of the 46 entities that reported against the indicator, 48 per cent reported "meeting requirements", 41 per cent reported "approaching requirements" and 9 per cent reported "missing requirements". Only 2 per cent reported "exceeding requirements". Overall, the evaluation performance indicator of the System-wide Action Plan was perceived as a powerful tool to raise the importance of integrating gender equality in the evaluations conducted by the different United Nations entities.

54. The independent Evaluation Office institutionalized the evaluation performance indicator of the System-wide Action Plan by integrating it into the Global Evaluation Reports Assessment and Analysis system. In 2014, UN-Women reported "meeting requirements" for the System-wide Action Plan evaluation performance indicator, based on an external independent assessment of all UN-Women corporate and decentralized evaluations.

C. Independent system-wide evaluation

55. In 2013, the General Assembly approved a new policy framework for partnership in the conduct of independent system-wide evaluations of operational activities for development of the United Nations system (see resolution 68/229). An interim coordination mechanism was created comprising the Joint Inspection Unit, the United Nations Evaluation Group, the Office for the Coordination of Humanitarian Affairs and the Department of Economic and Social Affairs. In adopting the policy, the General Assembly decided to commission two pilot evaluations: "Meta-evaluation and synthesis of United Nations Development Assistance Framework evaluations, with a particular focus on poverty eradication", and "Evaluation of the contribution of the United Nations development system to strengthening national capacities for statistical analysis and data collection". In late 2014, the independent Evaluation Office was invited to join the interim coordination mechanism and contributed to the overall guidance.

D. Supporting joint evaluations and United Nations Development Assistance Framework evaluations

56. In 2014, a number of innovations were implemented through the process of disseminating and promoting the use of the joint evaluation on joint programmes on gender equality, commissioned by UN-Women, the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA) and the Millennium Development Goals Achievement Fund, in partnership with the Governments of Norway and Spain. For the first time, an informal joint Executive Board session of UN-Women, UNDP, UNICEF and UNFPA was organized and the findings of the evaluation were presented collectively by the Directors of the evaluation offices of the four United Nations entities. An innovative approach was also followed in developing a joint management response that was collectively presented as well during the joint informal board session by senior managers of the four United Nations entities.

57. The review on gender equality is the first exercise of its kind assessing performance on gender mainstreaming and results on gender equality across the United Nations system. Given the key partners for the review, which include UN-Women, the United Nations Evaluation Group and EvalPartners, and the wide range of stakeholders involved in the process, the final reports will allow for a collective discussion on lessons learned, good practices, challenges and opportunities to improve performance and results on gender equality.

58. Within the framework of regional evaluation groups, UN-Women provided technical and advisory services to eight United Nations Development Assistance Framework evaluations in regions in Asia and the Pacific, the Americas and the Caribbean and Eastern and Southern Africa.

E. Gender equality evaluation portal

59. The gender equality evaluation portal continued to be a resource for UN-Women stakeholders around the world linking evaluative evidence with the critical areas of concern of the Beijing Platform for Action. The website provides access to 411 evaluation reports, an increase of 17 per cent from 2013, with the aim of sharing evaluative evidence on what works and what does not work for achieving gender equality. While 70 per cent of the reports are from the United Nations system, 30 per cent of the reports are from academia, foundations, bilateral institutions, intergovernmental mechanisms and multilateral development banks. In 2014, the website received almost 2,100 visitors. To enhance the use of the knowledge and evidence in those 411 evaluation reports, the review on gender equality is synthesizing their lessons learned and good practices.

IV. Supporting national and regional gender-responsive evaluation capacities

A. Strengthening an enabling environment for evaluation by declaring 2015 the International Year of Evaluation

60. EvalPartners, the global partnership for national evaluation capacity development co-led by UN-Women and the International Organization for Cooperation in Evaluation, is a wide and diverse partnership that works to advocate for environments that enable good quality and gender-responsive evaluations at the international, regional and national levels. In 2014, EvalPartners developed a strategy to declare and commemorate 2015 as the International Year of Evaluation, with the aim of enhancing the demand and use of evaluation in policymaking. The Secretary-General, in his speech at the United Nations Evaluation Group event on 9 March 2015 in New York, welcomed the designation of 2015 as the International Year of Evaluation, and stated that evaluation everywhere, and at every level, would play a key role in implementing the new development agenda, and everyone shared a responsibility to strengthen that important function. In that context, the United Nations Evaluation Group held three high-level meetings in Bangkok and New York, where parliamentarians also emphasized the need to strengthen an evaluation culture. In 2015, at least 35 events are scheduled to commemorate the International Year of Evaluation, which will culminate with a global event at the Parliament of Nepal.

61. In addition, the General Assembly passed resolution 69/237 on building capacity for the evaluation of development activities at the country level on 19 December 2014. The resolution reiterates the importance of building national capacity for the evaluation of development activities and invites the entities of the United Nations development system, with the collaboration of national and international stakeholders, to support, upon request, efforts to further strengthen the capacity of Member States for evaluation, in accordance with their national policies and priorities, while acknowledging the International Year of Evaluation.

62. With the aim of strengthening national demand and use of evaluation in policymaking, parliamentarians have been invited to engage in strengthening an enabling environment for evaluation. Under the leadership of EvalPartners and UN-Women, and with the support of UNDP and the African Development Bank, selected parliamentarians from all over the world met and collectively acknowledged their role in evidence-based policymaking, and decided to launch a global parliamentarians forum for development evaluation at the EvalPartners Global Evaluation Week to be organized at the Parliament of Nepal in 2015. EvalPartners, UN-Women and the African Development Bank also played an important role in supporting the establishment of an African parliamentarians network for development evaluation and women's parliamentarians group for evaluation in the Arab States region.

63. In that context, with support from EvalPartners and UN-Women, parliamentarians are becoming strong advocates for gender-responsive evaluation. UN-Women participation ensured the inclusion of gender equality perspectives in all the three existing regional Parliamentarians Forums for Evaluation in South Asia, Africa and Arab States.

64. With the purpose of providing guidance on ways to integrate gender equality issues into national evaluation policies and systems, the new guidance entitled "National evaluation policies for sustainable and equitable development: how to integrate gender equality and social equity in national evaluation policies and systems"[4] was published by EvalPartners, UN-Women and the International Organization for Cooperation in Evaluation, in partnership with the United Nations Evaluation Group. The document guided the deliberations of the regional consultation on national evaluation policies organized by the Parliamentarians Forum on Development Evaluation in South Asia in partnership with EvalPartners and UN-Women. Parliamentarians from all eight South Asian countries developed work plans to establish gender-responsive national evaluation policies.

B. Strengthening institutional capacities to demand, manage and use evaluations

65. Voluntary organizations for professional evaluation are strategic stakeholders in strengthening locally led demand, supply and use of evaluation in policymaking. After the success of the first round of the voluntary organizations for professional evaluation peer-to-peer mutual support programme, EvalPartners launched a second round in 2014. The programme enabled 23 national and 4 regional voluntary organizations for professional evaluation to strengthen their institutional capacities by sharing experiences and supporting each other. For example, the African Evaluation Association and the Network for Monitoring, Evaluation and Systematization in Latin America and the Caribbean worked together to strengthen context-relevant approaches to evaluation.

66. With the aim of stimulating innovative ideas to strengthen the demand, supply and use of gender-responsive evaluations, EvalPartners, under the leadership of UN-Women, launched an "innovation challenge". One result was a strategy, developed by the Network for Monitoring, Evaluation and Systematization in Latin America and the Caribbean and the European Evaluation Society, to integrate gender into the voluntary organizations for professional evaluation. Last but not least, UN-Women, in collaboration with EvalPartners, the International Organization for Cooperation in Evaluation and the Network for Monitoring, Evaluation and Systematization in Latin America and the Caribbean, provided technical support to strengthen the gender-responsive evaluation capacity of national evaluation systems in Colombia, Mexico and Peru.

C. Strengthening individual capacities of evaluators to conduct credible and useful gender-responsive evaluations

67. With the aim of strengthening the technical capacities of individual evaluators in a cost-effective manner, EvalPartners facilitated global learning on evaluation by enhancing the web portal "My M&E", a user-friendly knowledge management system for strengthening national evaluation capacity, which has quickly become a global hub for national evaluation capacities.

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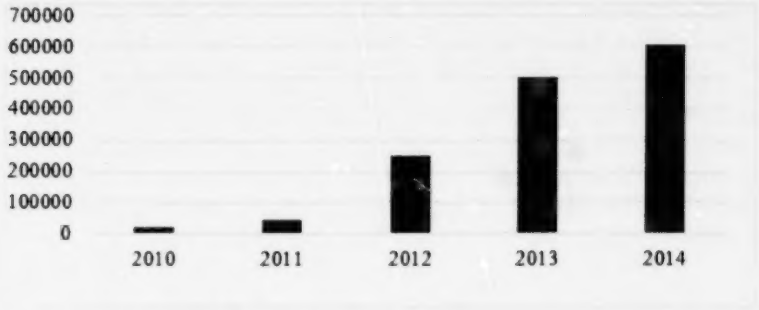
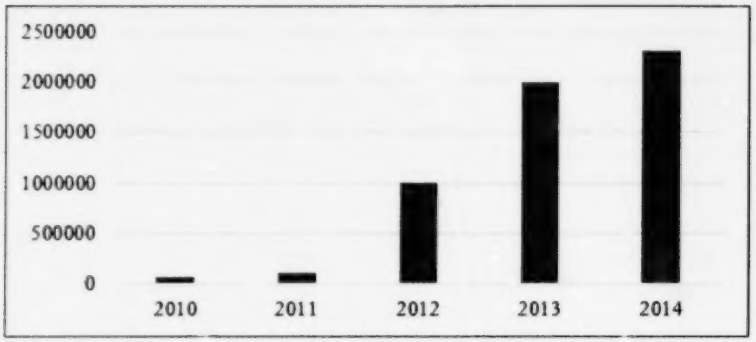
[4] Available from http://c.ymcdn.com/sites/www.afrea.org/resource/resmgr/books/NationalEvaluationPolicies_w.pdf.

Figure 7
Total cumulative number of visitors to EvalPartners "MyM&E" platform



Source: MyM&E statistics, December 2014.

Figure 8
Total cumulative number of page downloads of EvalPartners "MyM&E" platform



Source: MyM&E statistics, December 2014.

68. The total cumulative number of visitors has increased from 22,000 in 2010 to 605,000 in 2014, with visitors from more than 168 countries (see figure 7). Page downloads increased from 76,000 pages in 2010 to 2,300,000 in 2014 (see figure 8).

69. Those results have been reached thanks to the strategic and effective use of new technologies, in particular the launch of a massive open online course on development evaluation in late 2012. As at the end of 2014, the course reached a cumulative total of 21,000 registered participants from 178 countries. While the course was designed mainly for evaluators in developing countries, its quality also attracted evaluators from developed countries: 70 per cent are from developing countries, while 30 per cent are from developed countries. Despite concerns regarding the low speed of Internet connectivity in Africa, the biggest group of participants is from that region: 34 per cent from Africa, 30 per cent from the Americas, 17 per cent from Europe, 16 per cent from Asia and 3 per cent from Oceania.

70. In terms of organizational affiliation, participants work in different types of organizations: 28 per cent are from civil society organizations, 19 per cent from

governments, 17 per cent from United Nations entities, 16 per cent from the private sector, 11 per cent from universities and the remaining 9 per cent are listed as "others".

71. The course proved to be very cost-effective. While the courses are free for the participants, the total cost for EvalPartners is approximately $5 per participant. However, that cost includes the up-front cost for the development of the e-learning platform. The annual cost to run the entire programme, excluding the up-front cost, is $3 per participant.

D. EvalGender, a new partnership to strengthen the demand, supply and use of gender-responsive evaluations

72. As the world transitions into the post-2015 sustainable development agenda, with an increased emphasis on gender equality and a new resolution adopted by the General Assembly reaffirming the importance of strengthening national evaluation capacity (resolution 69/237), there is an unprecedented opportunity to better inform the post-2015 development agenda at the global, regional and national levels with credible gender-responsive evaluative evidence.

73. Given the important challenge to strengthen national capacities to evaluate gender-equality policies and programmes, in late 2014 UN-Women and EvalPartners sent out a call for expressions of interest to create EvalGender, a new global partnership dedicated to contribute to the achievement of gender equality by engendering development policies through gender-responsive evaluation.

74. Within a few months, 33 partners, including 16 United Nations agencies and two multilateral banks, joined the initiative to coordinate and maximize efforts in strengthening gender-responsive evaluation and agreed to officially launch the initiative at the Global Evaluation Week scheduled in 2015 at the Parliament of Nepal.

V. The 2015 independent Evaluation Office programme of work

75. The 2015 independent Evaluation Office programme of work is aligned with the evaluation policy and contributes to the UN-Women strategic plan. It is based on the evaluation strategic plan for 2014-2017 and the corporate evaluation plan for 2014-2017. In line with its strategic planning frameworks, the independent Evaluation Office will continue to work on the four key results areas outlined below.

A. Implementation of effective corporate evaluation systems

76. In 2015, the independent Evaluation Office will undertake two major corporate evaluations: (a) evaluation of UN-Women normative support work and its operational linkages in collaboration with the Inspection and Evaluation Division of the Office of Internal Oversight Services and (b) evaluation of the contribution by UN-Women to the United Nations system coordination on gender equality and women's empowerment. A meta-analysis of corporate and decentralized evaluations

managed by UN-Women in 2014 will also be conducted. In addition, the second and third component of the review on gender equality will be finalized. To enhance learning from corporate evaluations, the independent Evaluation Office will put strong emphasis on facilitating the use of corporate evaluations by exploring innovative ways in communicating evaluation findings to different UN-Women and external audiences, while continuing to explore and develop innovative and gender-responsive evaluation methodologies.

B. Implementation of effective decentralized evaluation systems

77. The independent Evaluation Office will continue to support strengthening decentralized evaluation culture and practice. The internal evaluation capacities will be strengthened by launching, in collaboration with the human resource department and the Training Centre of UN-Women, an evaluation professionalization programme that includes the UN-Women evaluation handbook entitled *How to Manage Gender-Responsive Evaluation: Evaluation Handbook*,[5] an online e-learning course based on the *Handbook* and a coaching programme to ensure hands-on learning. The independent Evaluation Office will also continue implementing quality assurance mechanisms including the global evaluation oversight system, the Global Evaluation Reports Assessment and Analysis system and evaluation quality standards for decentralized evaluations. Knowledge management systems for evaluation will be maintained, including the UN-Women evaluation community of practice, the Global Accountability and Tracking of Evaluation Use system and the repository of gender-equality evaluations. The independent Evaluation Office will develop a publicly accessible gender equality and evaluation roster database to facilitate identification of qualified external evaluation consultants in gender-responsive evaluation.

C. Promotion of United Nations coordination on gender-responsive evaluation

78. UN-Women will continue to provide leadership and actively participate in the United Nations Evaluation Group and regional United Nations evaluation groups. The Director of the independent Evaluation Office commenced responsibilities as Chair of the United Nations Evaluation Group in March 2015. That will create new opportunities to promote gender-responsive evaluation within United Nations entities. The independent Evaluation Office will continue to take part in task forces to ensure that gender equality is mainstreamed across inter-agency evaluation work. In particular, the independent Evaluation Office will lead the development of an e-learning course on integrating gender equality in evaluation. The independent Evaluation Office will contribute to the system-wide accountability frameworks on gender equality by supporting the reporting of United Nations entities on the evaluation indicator of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and providing help-desk facility and training.

[5] Available from unwomen.org/en/digital-library/publications/2015/4/un-women-evaluation-handbook-how-to-manage-gender-responsive-evaluation.

D. Strengthening of national evaluation capacities for gender-responsive evaluation systems

79. UN-Women will continue to support national gender-responsive evaluation capacity development through EvalPartners and EvalGender, and to provide targeted support to national evaluation systems. The independent Evaluation Office will strategically use its role as Co-Chair of EvalPartners to advocate for gender-responsive evaluation in events related to the 2015 International Year of Evaluation at global, regional and national levels. It will continue to lead EvalPartners task forces on gender-responsive evaluation and to support South-South cooperation among the regional voluntary organizations for professional evaluation. The independent Evaluation Office will also lead the official launch of EvalGender.

E. Approved budget for the 2015 independent Evaluation Office programme of work

80. The total independent Evaluation Office budget for 2015 is $4,691,823. The budget for core programmable resources is $3,726,727, including the costs of the regional evaluation specialists. The estimate includes staff contracts and workplan categories: company contracts for evaluation studies in 2015; office operational costs; support to decentralized evaluation systems; support to work on United Nations coordination on gender-responsive evaluation; and national evaluation capacity development on gender-responsive evaluation. In addition to core programmable resources, the salaries of five staff members are covered by the institutional budget, amounting to $965,096.

81. The independent Evaluation Office also received the following cost-sharing funds: $537,927 from Switzerland to strengthen the internal evaluation function, and $249,665 from Finland and $363,885 from the United States Agency for International Development to support the EvalPartners initiative.

Annex I

Evaluations completed in 2014

Region	*Office division*	*Title of programme evaluated*	*Rating*
Americas and the Caribbean	Country office for Brazil	National implementation support plan in policies for women	Very good
	Regional Office for Americas and the Caribbean (Panama)	Participación política de las mujeres en América Latina y el Caribe	Very good
Asia and the Pacific	Multi-country office for the Pacific (Fiji)	Pacific Regional Facility Fund for Ending Violence against Women	Very good
	Multi-country office for India, Bhutan, Maldives and Sri Lanka	Empowering women in rural and informal settings through capacity development	Very good
	Multi-country office for India, Bhutan, Maldives and Sri Lanka	UN-Women Anti-Human Trafficking Programme	Very good
	Regional Office for Asia and the Pacific (Thailand)	Mid-term review of the "Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) South-East Asia Programme II"	Satisfactory
	Regional Office for Asia and the Pacific (Thailand)	Association of Southeast Asian Nations (ASEAN) regional mechanisms project to protect the human rights of women and girls in South-East Asia 2010-2014	Satisfactory
Arab States	Country office for Jordan	Empowering youth to advocate for women's human rights through volunteerism	Good
	Multi-country office for the Maghreb (Morocco)	Action du Bureau Multi-pays d'ONU-Femmes Maghreb dans le domaine de la lutte contre les violences à l'égard des femmes et des filles	Satisfactory
Europe and Central Asia	Country office for Georgia	Mid-term review of the UN-Women project "Women for equality, peace and development (WEPD) II"	Satisfactory
Eastern and Southern Africa	Country office for the Sudan	UN-Women Sudan Gender Equality and Women's Empowerment (GEWE) Programme: "Consolidating efforts that contribute to gender equality and women's empowerment in Sudan"	Very good
	Country office for the Democratic Republic of the Congo	Projet d'appui à la législation sensible au genre et promotion du leadership féminin à l'est de la République démocratique du Congo	Good

Region	*Office division*	*Title of programme evaluated*	*Rating*
	Country office for Ethiopia	Joint UN-Women/UNFPA programme on ending violence against women	Good
	Country office for Kenya	Government of Kenya/United Nations Joint Programme on Gender Equality and Women's Empowerment	Good
	Multi-country office for Southern Africa (South Africa)	Pro poor governance, gender equality and women's empowerment from a human resources perspective in Namibia	Satisfactory
	Multi-country office for Southern Africa (South Africa)	Women entrepreneurs project in South Africa	Satisfactory
Western and Central Africa	Country office for Côte d'Ivoire	Contribution de l'ONU-Femmes dans l'atteinte des résultats de développement de la Côte d'Ivoire	Good
Independent Evaluation Office	Independent Evaluation Office	UN-Women contribution to women's economic empowerment	Very good
Headquarters division	Policy Division	European Commission/UN-Women "Supporting gender equality in the context of HIV/AIDS"	Very good
	Policy Division	Action to promote the legal empowerment of women in the context of HIV and AIDS	Very good
	Programme Support Division	Mid-term evaluation report on "Strengthening responses to create wealth and reduce poverty for women in cross-border trade (WICBT) in Africa"	Good

Annex II

Evaluation in funds managed by UN-Women

United Nations Trust Fund in Support of Actions to Eliminate Violence against Women

1. The United Nations Trust Fund in Support of Actions to Eliminate Violence against Women is a multilateral grant-making mechanism established in 1996 pursuant to General Assembly resolution 50/166. The Fund is administered by UN-Women on behalf of the United Nations system. The Trust Fund supports local, national, regional and cross-regional programmes to prevent and respond to all forms of violence against women and girls. It provides funding for sustainable, innovative and catalytic multi-year programmes implemented by civil society organizations, national and local governments and United Nations country teams.

2. In 2014, 15 grantees planned and budgeted for final external evaluations. The total amount budgeted for evaluation was $711,594 and had been built into each grantees' programmatic budget awarded by the Trust Fund since the inception of the grant. Out of 15 planned project evaluations, 14 evaluations have been completed and one postponed to 2015.

3. Grantees managed their own external evaluations, with the Trust Fund secretariat and UN-Women regional and country offices providing oversight, as well as technical support upon request. In 2014, the Trust Fund continued to have one staff member as the monitoring and evaluation specialist to provide technical support to grantees. In addition, UN-Women regional office focal points provided technical feedback on draft terms of reference and evaluation reports.

4. The grant management system that was launched in 2013 and fully implemented in 2014 provided more systematic monitoring data for the final evaluations. In addition, the grantees were able to access the Trust Fund evaluation guidelines in the system. The Trust Fund decided to enhance the grant management system to include a full module on evaluation to allow online submission and review of evaluation reports. That system will be implemented in 2015.

5. It continued to be challenging at the level of the Trust Fund secretariat to aggregate the data from the grantee project evaluation reports and to do systematic data analysis across all grantee projects. To address that challenge, the future Trust Fund strategy and results framework for 2015-2020 will include a set of common indicators that will be integrated into relevant projects to provide a standardized way of collecting data.

6. As in previous years, to enhance the capacities of recently funded grantees, the Trust Fund convened a five-day capacity development workshop for 17 grantee organizations.

Fund for Gender Equality

1. Launched in 2009, the Fund for Gender Equality is the organization's leading global grant-making mechanism and multi-donor Fund dedicated to civil society organization programming on women's political and economic empowerment. The

Fund sustains, supports and strengthens the capacities of civil society organizations to implement high-impact and multi-stakeholder programmes that translate law and policy commitments into tangible services to women and girls, men and boys around the world, especially in the most excluded and marginalized communities.

2. In 2014, the grantees of the Fund budgeted $260,408 for conducting evaluations. Of 14 evaluations planned, 8 were completed and 6 were started and will be completed in 2015. Five monitoring and reporting specialists deployed in the field provided technical assistance and support to the grantees conducting evaluation processes.

3. Following the recommendations of the audit to move to a risk-based monitoring system, and in consultation with the UN-Women independent Evaluation Office, the Fund decided to strategically plan for evaluations, with the aim of increasing efficiency and quality.

4. In 2014, the Fund developed the capacities of the grantees through technical guidance and support throughout the evaluation processes, including through the provision of technical advice, the development of evaluation terms of reference and the sharing of relevant materials, in addition to the strengthening of the capacities of the Fund's monitoring and reporting specialists.